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# The Organization, Work and Method of the Red Cross Institute for Crippled and Disabled Men

By Douglas C. McMurtrie

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*ADDITIONAL copies of this pamphlet may be obtained without charge upon application to the Red Cross Institute for Crippled and Disabled Men, 311 Fourth Avenue, New York City. The Institute is also prepared to furnish specific information on the organization and method of re-educational work in the various belligerent countries, as well as on the technique of training and employment for industrial cripples. Correspondence with interested individuals or associations is invited.*

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# The Organization, Work, and Method of the Red Cross Institute for Crippled and Disabled Men

## I. Organization

To provide for the economic and social rehabilitation of disabled men—up to the present time a totally neglected field of effort—the establishment of a special vocational school for cripples was proposed to the American Red Cross in May, 1917, by Jeremiah Milbank, who offered, further, the funds requisite to its foundation. The suggestion was considered favorably by the Red Cross and there was organized, under the jurisdiction of its Department of Military Relief, the Red Cross Institute for Crippled and Disabled Men. In addition to the original gift of well over \$50,000, the donor offered the use of the building at 311 Fourth Avenue, New York City, now occupied for the administrative and educational work of the Institute. This structure will afford instructional accommodation for three hundred men.

The Institute is thus a national activity of the American Red Cross, responsible to the War Council through the Director-General of Military Relief, Jesse H. Jones. To supervise the current operation of the institution, the War Council has appointed a committee made up as follows:

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Lieutenant-Colonel C. H. Connor, chairman; Jeremiah Milbank, vice-chairman; Major Sidney Burnap, U. S. R.; Dr. Richard M. Pearce; and Douglas C. McMurtrie, the latter being named as director of the Institute.

While the establishment of the Institute was inspired by a desire to build up re-educational facilities which might be of value to the crippled soldiers and sailors of the American forces, it was felt that the problem of the crippled man was a broad one, and in need of attention without discrimination in benefits between civilian and military subjects. It was further felt that the only sound preparation to deal intelligently with the rehabilitation of crippled men at a future date was actual experience in the rehabilitation of crippled men undertaken at the present moment.

From the economic point of view, the industrial cripple and the disabled soldier have so much in common that the sensible way to develop expert ability in re-education was to undertake at once the training of the crippled men now at hand. In this effort, the possibilities under conditions of industry and employment in an American community would be critically examined, the mistakes in choice of trades or methods of teaching discovered, the reactions of employers recognized and the consequent requirements in public education indicated, and last—but far from least—a staff of capable workers trained and organized.

These considerations have led to the adoption of the Institute's policy as represented in its various



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departmental activities, to be described in the following pages. It is planned that the work of the Institute in the vocational rehabilitation of crippled men shall be permanent, for it must be borne in mind that the problem of the industrial cripple is greater, numerically considered, than that of the crippled soldier.

The Institute has no official arrangement with the national authorities relative to the utilization of its facilities in the reconstruction of war cripples. Had it waited for such an agreement, its work would not yet have been under way. But the Institute is confident that, in working out the national scheme of re-education, existing facilities of real value cannot fail to be utilized. The present effort is solely to make our facilities worth offering, at a time when other plans may exist on paper alone. This our duty is conceived to be.

## II. Educational Department

The first consideration in training a cripple who has been a wage-earner is to put him back as soon as possible upon the pay-roll. Thorough trade training is out of the question because of his economic necessity and his adult attitude toward education as such. The range of possible occupations is limited by his physical disabilities. The ideal must be to train him to become an efficient worker in an industrial process in which his particular handicap will count for the least. In doing this, considerable reliance may be

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placed upon the marvelous process of nature whereby remaining powers are sharpened to compensate for the physical loss sustained.

The first step is, necessarily, an individual study of each cripple who is a candidate for training. Rarely are two men crippled alike. Their educational and industrial experiences have been different. Their tastes and aptitudes vary greatly. All these are elements in the problem. As a general rule, a man should be trained for an occupation in which any knowledge or skill he may have already acquired may be turned to his advantage. This does not mean that a man who has been a misfit in the trade he followed before his injury may not be taught a new one, but economy demands that as little as possible be scrapped in making over the man industrially. A mechanic should ordinarily be trained for a mechanical trade, while a man with commercial tastes should be fitted for a different career.

The candidate for training is interviewed by two or more persons who assess his physical disability, inquire into his educational acquirements and work history, and endeavor to ascertain his tastes and aptitudes. It is the policy of the educational department to have the counsel and advice of members of the staff and others who have been similarly handicapped and who know from experience the physical limitations of that particular form of disablement.

The occupations to be taught disabled men are being selected on various considerations: (1) Its suitability for handicapped persons; (2) the length of

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time required for training; (3) the standard of wages in the industry; (4) the demand for workers and the prospects of employment; (5) the attitude of the trade toward apprentices.

The length of training required is an important factor inasmuch as during that time the man must be non-supporting. In the case of some industrial cripples, if they undertake training before their compensation is exhausted, they may be supported from this source. In the case of disabled soldiers, their maintenance will be supplied by the government. But in other cases the Institute will have to supply a minimum maintenance to the man during his period of training. In necessitous cases, this is supplied from a special fund in the form of a loan without interest. There is no obligation to repay this loan unless the training improves the man's earning power, in which case he is expected to pay back the loan in installments proportioned to the increase in his wages. It is thought important to make this advance in the form of a loan so as to conserve, to the greatest possible degree, the man's self-respect and to obviate the idea of charity.

It is expected that in some classes work of a production nature will be done. In such cases, when a man's work proves to be of commercial value, he will receive credit for the work done either as an offset to his maintenance allowance or in the form of pecuniary profits. When a man completes the course of training, he will either be taken on as a worker and paid wages or sent out to some shop and placed in employment.

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Four trades have already been decided upon as subjects of instruction. Equipment has been installed and instruction is under way.

### MANUFACTURE OF ARTIFICIAL LIMBS

The manufacture of artificial limbs has seemed an exceptionally suitable trade in which to train crippled men. In point of actual experience, cripples have found it a possible occupation and in all limb shops a considerable number of physically handicapped men will be found at work. The cripple has further a keen appreciation of the requirements for his product and can, therefore, work with a clearer idea of the object in view. The trade is exceptionally suited to leg cripples but not to arm cripples, except in occasional instances.

Another factor contributing to the selection of artificial limb-making as an activity of the Institute is that, in dealing with crippled men, the Institute will need to provide many of them with artificial limbs and appliances. It seems logical that limbs required for necessitous men should be produced in its own shops and that it should employ cripples exclusively in such manufacture.

There is also room in the artificial limb field for scientific research and experimentation looking toward the improvement of the existing types of artificial limbs and the standardization of material and design. There has been great progress in this field since the opening of hostilities in Europe in 1914. The foreign experience will be studied and the endeavor made to adapt to American advantage some of the recent im-

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provements. The Institute is in correspondence with military hospitals and educational centers abroad which manufacture artificial limbs and which give instruction in this work to crippled soldiers. It is securing specimens of the best limbs and prosthetic appliances actually being used in Europe. All of the specimens and data thus accumulated will be utilized in its own work and made available to others interested in the field. In the direction of experimental work, the Institute is working in close cooperation with the Surgeon General's Office, United States Army, one division of which is giving especial attention to the design and fitting of artificial limbs.

The trade is considered a good one in which to train cripples for the reason that the demand for artificial limbs at the present time is unprecedented and the manufacturers are all seeking a wider supply of skilled labor. This insures prompt employment upon graduation for any competent pupils.

The artificial limb shop is located on the second floor of the Institute building and occupies a room about 40 x 50 feet in area. The shop has extensive bench facilities for the hand work of hollowing, shaping, and finishing; gas forge and anvil; nickel-plating equipment; leather department with special sewing machines; a fitting room where plaster casts of stumps are taken and finished limbs adjusted; lathe equipment for metal and wood working; a drill press; grinding and polishing heads; a band saw; and a sanding machine.

There is also being designed and built a special machine which it is hoped may be used to do

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automatically the fitting of legs from casts of the stumps.

### OXY-ACETYLENE WELDING

Several considerations have led to the choice of oxy-acetylene cutting and welding as one of the trades to be taught. The large growth in this comparatively new process has resulted in a scarcity of welders and cutters. The prospects are good for the employment of a number of trained men, not only in the ship-building industry and in general repair work, but in many manufacturing processes. Wages are very high, considering the degree of skill required. Cutting can be done by a one-armed man, and welding by a man with one good hand and a makeshift for another capable of holding a light strip of adding metal. Welding can be taught in about three weeks and cutting in a shorter time.

The equipment is simple, consisting of a number of single, portable units, a brick pit for cutting and steel tables for welding. A heavy shears for cutting the metal strips used in teaching welding and an anvil constitute the only other equipment required.

### MECHANICAL DRAFTING

Mechanical drafting offers an attractive occupation for disabled men with certain tastes and capabilities. It can be done without difficulty by men whose powers of locomotion are impaired but whose arms and hands are normal. Even men with one good hand and a stump of an arm, either with or without a prosthetic

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device, can do drafting. Men can be trained as tracers in a few weeks and as detailers in a few months.

The present demand for draftsmen is very great and, while conditions may be somewhat changed after the war, in this as in many other occupations, there seem to be fair prospects for the employment of trained men at good wages.

The Institute is fortunate in securing, as an instructor in mechanical drafting, an engineer who is a one-armed man and who will be peculiarly qualified to help men similarly handicapped to acquire proficiency in this vocation.

### PRINTING

Instruction in the printing department will be specialized for the present in the operation of the mono-type caster. There is a great demand among employing printers for capable caster runners and operators and the present supply is far from adequate.

Runners can be satisfactorily trained in a two-months' course, and will be in a position to earn about \$16 per week. In a six-months' course, men can be trained as full-fledge operators. These workers earn between \$28 and \$30 per week. For the latter work, however, a certain degree of natural ability is prerequisite.

From the viewpoint of the industrial educator, the printing field is a good one for which to train pupils. It stands, in importance, sixth among the industries of the country, and in the New York district ranks third. The employment is not seasonal, and the number of men employed is steadily on the increase.

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Incident to the machine instruction, the men will be taught the layout of the type case, the elements of hand composition, the correction of galleys, and the make-up of pages.

Men who have had five years' experience in the printing trade may also be instructed as keyboard operators. This work is practical for any man with two good hands, though one or both legs are missing. The pay of a competently trained keyboard operator ranges around \$30 per week. The keyboard resembles a large typewriter with five banks of keys and anyone capable of a typist's work can operate it without difficulty.

The present equipment of the printing department consists of two monotype casters, two keyboards (one single and one double), two compositors' frames or cabinets, and one imposing surface. It is probable that job presses will be added in the near future. The machine installation includes a full set of accessories—molds, matrices, wedges, and the like. Two of the casters are equipped to produce display type, and one to produce continuous rules, leads, or slugs.

### OTHER TRADES UNDER CONSIDERATION

Among the other trades now being considered are dental mechanics, automobile repair, photographic technique, and commercial training for office employment.

## III. Department of Field Work

An important feature in the work of a re-educational school is getting in touch with prospective pupils at the earliest possible date. Actual case work in the



*Class in the Artificial Limb Shop*



*One-armed Instructor and One-armed Pupils in Mechanical Drafting*

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field not only effects acquaintance with suitable subjects for training, but also, by bringing to light the economic experiences of cripples who have succeeded in overcoming their handicaps, is extremely suggestive regarding possible trades, employment opportunities, and the methods to be followed in dealing with other cripples similarly disabled.

The first field activity of the Institute consisted in a study of case histories of disabled men, whose injuries had occurred since January 1, 1915. Trace of such cases was obtained through the hospitals of the city, through the Industrial Commission, through a public service corporation, and through other sources. The cases thus listed numbered in total 743. From those men who could be found, 361 complete case records were obtained.

The findings of the study as prepared by Dr. J. C. Faries have been published in detail, and will be found of much scientific interest. Another consequence of the study was that it put the Institute in communication with many men who could profit by instruction in its training classes.

The principal field activity at present is persistent visiting of the city hospitals by a social worker experienced in dealing with cripples. This worker gets in touch with maimed men immediately after the amputation has been performed, gains their friendship and confidence, stimulates their courage, and plans with them their future program of training or employment. Under these circumstances, a disabled man can leave the hospital with a very definite prospect in view.

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Another activity of this department is the conduct of a series of 'parties' for cripples—the object of which is to hearten and encourage the handicapped men who are losing out by bringing them in touch with the cripples who have overcome their obstacles. The first gathering of this sort was nothing short of inspiring. Over two hundred cripples were invited, and over seventy-five came, although the evening was one of the coldest of the winter. The Director of the Institute opened the meeting with a description, in simple language, of what was being accomplished by war cripples abroad, and illustrated with a generous number of lantern slides and one moving picture. Next were shown two motion pictures showing two successful cripples at work and play. In conclusion, two cripples themselves told the audience of their experiences in getting the best of their handicaps. One of them had amputations of both arms, yet runs one of the busiest newsstands in New York; the second lacked one arm and one leg, but has risen to be purchasing agent of a large western corporation. Then came ice cream and cake. Most of the men lingered long to swap experiences.

The influence of the meeting was reflected immediately in an increase of applications to the employment bureau for work and to the educational department for admission to the industrial classes. The experiment was a vivid demonstration that no one can encourage a cripple so effectively as another cripple.

The second meeting was similar in general plan, and if possible, even more inspiring. It was addressed by two men, one of whom has lost both arms,

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the other lacking one arm and both legs. There were shown for the first time three moving pictures, planned and photographed by Captain Arthur Samuels of the Surgeon-General's Office. Each illustrated how seriously handicapped cripples overcome their obstacles.

Between pictures there were short talks to the crippled audience by crippled speakers. The first address was by a man whose extremities had been frozen by exposure in a blizzard, and consequent amputation of two legs, one arm, and four fingers of the remaining hand. He had then become for two years an inmate of the poor-house. He told the county authorities that if they would give him just one year in college, he would never again cost them a cent, persuaded them to do so, and made good his prediction. He later rose to be speaker of the House of Representatives in his home state, and is now president of a flourishing bank in the middle west. "If your mind and spirit are straight," he says, "no other handicap can keep you down."

The next speaker had one leg amputated and started under this handicap with no educational or financial advantages whatever. The best job he could get was as a shipping clerk, but soon found there was no future for a disabled man in a manual and unskilled job. Under great difficulty, he attended night school, and finally obtained modest employment under civil service auspices. He now occupies a position requiring a high degree of expertness and experience.

The last speaker lost both arms in an accident; one is amputated at the shoulder, the other just below the elbow. He found almost hopeless difficulty in getting

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the first job, becoming meanwhile almost a vagrant. At last he obtained employment supervising a gang of unskilled laborers. From that point he has risen steadily. He has invented and manufactured his own appliances, with the aid of which he does practically every duty of daily routine—including putting on his collar and tie, engaging in a game of bowling, or pruning his own peach trees. He was elected by his county to be justice of the peace and later was thrice chosen for the responsible task of county judge, which office he now holds.

The 'cripple parties' are an assured success and will be continued as a permanent institution.

### IV. Employment Department

Historically, the placement of crippled and disabled men has been found one of the most difficult specialties in social work. It has attempted at various times and places but in few instances have the efforts been successful.

One of the successful efforts was a small employment bureau for cripples which was established by the Federation of Associations for Cripples in cooperation with Hudson Guild. At the time the Institute was established, this bureau had been in operation a little over a year. As its work, however, led directly along the line of the re-educational program and as the bureau was handicapped by lack of facilities, it was taken over by the Institute. This early experience proved a splendid foundation on which to base the more extensive activities now under operation.

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The employment department is not a general bureau for the handicapped, but registers orthopedic cases only. Experience of the first three months has clearly shown that there are a great many crippled men out of work who are anxious for advice and employment. Two hundred and twenty cripples, applying for work, have been registered during this three-month period. These men have been referred to 355 positions and 123 placements have been definitely made. The aim is to secure positions which will be permanent and constructive, rather than merely to place large numbers of men.

Applicants for work are referred to the bureau in many ways. A great many of them hear of the work through newspaper publicity, others are sent by the Workmen's Compensation authorities, by other employment bureaus, by charitable societies, the hospitals, the Municipal Lodging House, and still others come through cripples who have themselves been placed. Each week, the number coming into the office increases.

Every applicant for work is registered carefully and an effort is made to find out just what kind of employment he wants. It is pointed out to him what lines of work will be injurious, in consequence of his type of handicap. The hospital he is attending is consulted for a record of his disabilities and, where possible, the physician in charge of the case is asked to advise what work is suitable. The man is questioned as to his work history in order to discover whether he has any experience of which advantage might be taken in planning his future occupational career. The en-

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deavor is always to place the man where the work will be most congenial to him and where he can, without detriment to his health, make the greatest use of his past experience.

After there has been made analysis of the work suited to the applicant, the task is to get him a job. One method of securing employment is through letters in the newspapers and other forms of publicity. Many employers are now prejudiced against cripples and it is a difficult task to create a real demand for them. It is felt, however, that if there can be discovered, through a careful study of industrial processes, just those niches in which a cripple can be as useful as a normal man, that the department can in time get employers to call on it when they can use cripples. They will realize that the effort is not to foist upon them unplaceable applicants, but to do a truly scientific job of placement. It is encouraging to note that, in the first week of its operation, the Institute bureau had six calls for workers. During a recent week, seventeen employers called on us for help and were willing to take cripples.

A great many of our positions are secured through the cooperation of the State Clearing House for Employment Offices. All calls open at the non-commercial agencies throughout the city are listed by the Clearing House and are transferred to any bureau which has a suitable applicant. The department keeps a list of all employers who have ever used its services, and, when there applies a man who seems adapted for a particular kind of work, we call up the appropriate employer and try to interest him in the applicant.

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After a cripple has been placed, there is made a real effort to keep in touch with him. Occasionally, his home is visited and, in some cases, the employer is interviewed after the man has been employed about a month. One evening office hour is held each week and the most effective follow-up work is done at that time. At a recent evening office hour, thirteen men called to report how they were getting along at their jobs. Many little readjustments while at work can be made in this way.

### SURVEY OF INDUSTRIAL PROCESSES

There is being made an industrial survey in order to discover what are the best opportunities for cripples in the industrial field. This serves a double purpose in that it is productive not only for the theoretic knowledge, but also the actual positions in which cripples can be placed. When the field workers make their calls, they ask whether the individual employers can use any of the applicants registered as seeking work.

For this survey, there have been listed the larger industries in Greater New York and selected for investigation those which seem most suitable for cripples, such as the shoe industry, leather goods manufacture, piano action work, toy-making, and cigar factories. In each industry, the field worker visits the manufacturers' association, the trade union secretary, the trade journal editor, and a number of typical factories. The facts gained in these investigations are checked or neutralized by the experiences in these trades of the crippled workers, careful record of which is also kept. When these facts are all brought

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together, it is planned to give them publicity, so that each manufacturer will be induced to see just where he can, without detriment to his business, make use of cripples in his employ.

Some important responsibilities in this work have been assumed by the Committee of the Association of Collegiate Alumnae, which is working with the Red Cross Institute. This assistance will materially increase the extent and value of the work.

There are many discouraging features in the work of finding employment for cripples. The employers are prejudiced and there is often but poor material to offer them. Eventually, however, it is hoped that the department will be prepared to deal with every type of cripple and give him really scientific aid toward securing the best kind of job.

### V. The Library

As the Institute is working in a new field, in which descriptive literature, reports, and studies are extremely scarce, it is absolutely essential to the intelligence of its work that it maintain its own library. The present library is made up of the private collection of literature concerning cripples gathered during the last eight years by Douglas C. McMurtrie and by additions of the later material which have been acquired by the Institute since its establishment. The collection contains every item relating to cripples which it has been possible to obtain either by purchase, gift or exchange during the last eight years, and every care has been expended to make it as complete as

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possible. It can safely be said that the present library constitutes the largest collection in the world dealing with this subject, if not the only collection of considerable extent. The material covers work for crippled children as well as for crippled adults. It consists of approximately 3,500 separate books, pamphlets, reports, and articles in periodicals.

The collection is completely indexed by author and subject and there is now being made a minute analytical subject index which will refer not only to complete articles or reports, but to the separate sections and paragraphs of all the material. This will make possible, for instance, the immediate location of every reference in the literature to the teaching of motor mechanics or every reference to the provision of artificial limbs.

There has also been prepared a bibliography of the war cripple and supplements listing the current publications will be issued at frequent intervals. Over 1,600 items relating to the rehabilitation of disabled soldiers and sailors have already been indexed. The collection is used principally by members of the research staff of the Institute, but it is open freely to the public for consultation and study.

## VI. Research Department

In entering upon a program of re-education for crippled men, the first necessity was to learn the experience of others so as to avoid the mistakes which had been made and to follow out the methods which had been found successful. This was not so simple as might appear for the reason that there was no stan-

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dardized practice and, as the work was all so new, there had been little opportunity for reporting upon it.

The first effort was to locate all the centers on the continent, in Great Britain and in Canada, at which re-educational work was in progress. Correspondence with the officials directing this work was immediately instituted, every available item of printed matter was collected, and photographs and illustrative material obtained.

The next move was to study the materials so gathered. This work was undertaken in the early summer by the present director of the Institute and continued in the fall by a staff of research associates who were assigned to specialize individually on work in the various countries engaged in reconstructing their disabled soldiers. Thus, to one fell the responsibility of studying the work in Great Britain, to another the work in France, to a third the work in Italy and Germany, and to still another the work in Canada and the other British dominions. As a result of these studies, there have been prepared reports describing the practice and organization of re-education in the various countries. These are being issued as scientific publications of the Institute.

Among the reports already prepared and issued are publications describing work in Canada, Great Britain, New Zealand, Germany, and Italy.

## VII. Public Education

In the rehabilitation of disabled men, an absolute essential is cooperation on the part of the public.

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The community must have intelligence regarding the methods and sympathy with the aims.

Up to the present time, the attitude of the public toward the cripple has been singularly pernicious, and of decided hindrance rather than help in his efforts to make good. The people have been ready—all too ready—with sympathy proceeding from the heart but not from the head. There have been alms in plenty for the cripple on the street and public asylums open to shelter him. But there has been no assistance of a constructive nature. The hospitals in which he was treated turned him out before he was in shape to face life again; there have been no schools in which he could be trained for a trade possible to his capacities. Even for those in position to do work of a certain character, there have been no special placement agencies to seek out for him the suitable job.

Employers have considered the cripple helpless and have denied him opportunity of trial at any job worth while. A position as watchman or doorkeeper was about the best he could expect.

The individuals among the family or acquaintance of the cripple have condoled with him regarding the black future ahead. They have assumed him helpless and, only too often, convinced him of the validity of their surmise.

It is evident that, if reconstruction work with crippled men is to be successful, this attitude must radically be altered. The employer must be brought to think: "Too bad, but we must not think of any charity job. We must look around to pick out for you a job

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at which you can be as useful as before the amputation." The reaction of the individual must come to be: "That was hard luck, but you will get along all right. Think of all the cripples, more seriously disabled, who have made real successes and are now happy and self-supporting."

The public demand on the cripple must be that he fight for his independence, rather than subside into an object of pity. And the community must then be prepared to stand by with the right kind of help.

One duty of a pioneer institution thus becomes clear. The pernicious attitude can be metamorphosed only by an extensive, persistent, and patient campaign of public education. The Institute has accepted its share of responsibility in this field and has inaugurated educational effort directed through a variety of channels.

### NEWS SERVICE

The work of re-educating disabled soldiers for self-support is one which has laid hold of the public imagination in the European countries. There seems no better method of committing our own countrymen to similar effort than to tell in the public press, in an interesting fashion, of what is being done abroad. A news service to the daily press, sent out about once a week, has been instituted, and it has been found that the material has very generally been utilized. The first story told of the reconstruction of crippled peasants in Italy; the second described the splendid accomplishment by the Belgian authorities in making

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their disabled and expatriated soldiers a national asset rather than a liability. The third article recounted the work of a great re-educational school at Düsseldorf, Germany, and pointed out several ways in which we might learn from our enemy; the fourth story dealt with the pioneer effort in France to build up facilities for rehabilitation of the crippled *poilu*, and there are many others which have been sent out, or which are in preparation. It will be noted that these are not publicity stories, but real news articles. The Institute is not mentioned in them, except to assume responsibility for the statements made.

There are also sent out to a special list of editorial writers, suggestions as to comment which would be helpful to the cause of the cripple. This effort has been fruitful in its results.

A related activity has consisted in writing 'letters to the editor' purposed for publication in the daily press throughout the country. The general aim of these letters is to call attention to matters of moment to the cripple. One asked for suggestions from readers as to jobs in which one-armed cripples could profitably be employed. Many helpful replies were received, but the chief advantage was derived in the large number of people who were brought to think about the question.

### PUBLICITY SERVICE

When occasion demands, there are issued to the daily press bulletins of different character, with the purpose of informing the public regarding the actual activities of the Institute—its establishment, the inau-

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guration of new departments, and current work. By 'letters to the editor', the attempt is made to reach employers and interest them in the objects; also to reach cripples and inform them of the facilities at their disposal.

### ARTICLES IN PERIODICALS

Periodical articles, with their excellent possibilities of illustration, and the special character of their circulation offer an apt medium for educational material. Articles on any particular phase of re-educational work for cripples are prepared on request. The emphasis has very naturally been upon the foreign experience with war cripples.

In an effort to reach directly the workers and employers in as many industries as possible, there have been prepared, for the trade journals, a series of articles. Each article is specially written for the trade in question. The first half tells of instruction in that trade actually being given to war cripples in the re-educational schools abroad, thus reaching the reader on the field of his own particular interest as related to the war; the second half states the general gospel of rehabilitation. The articles are invariably illustrated. Contributions on the re-education of war cripples in the electrical field, in leather work, in shoe-repairing, in jewelry-making, and in carpentry have already been published.

### PHOTOGRAPHS

The Institute has gathered an extensive collection of photographs illustrating re-educational work in all

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the belligerent countries. This now numbers over three hundred subjects. Negatives have been made from all of them, so that prints may be sent out without risk of losing the original. A stock of prints is kept constantly on hand, in order to supply demands for illustrations from magazines and newspapers.

### SLIDES AND FILMS

From the most interesting subjects in the photographic collection have been made sets of lantern slides. These are used in speaking engagements by members of the Institute staff. Under certain conditions, they are also loaned for outside use.

The Institute is also building up a collection of moving picture films illustrating the work of re-educational centers in other countries, or showing successful cripples in action. The latter reels prove a great encouragement to disabled men.

### PUBLIC SPEAKING

With interest in reconstruction work growing apace, the demand for speakers to discuss the subject before conventions and meetings of one type or another has been frequent. The director of the Institute and other members of the staff have endeavored to respond to every reasonable request. Engagements have been filled in Boston, Chicago, Philadelphia, New Haven, and Providence, in addition to numerous appointments in New York and vicinity.

In order to take the initiative in arranging for discussion of re-education for crippled and disabled men before a larger number of audiences, there is being

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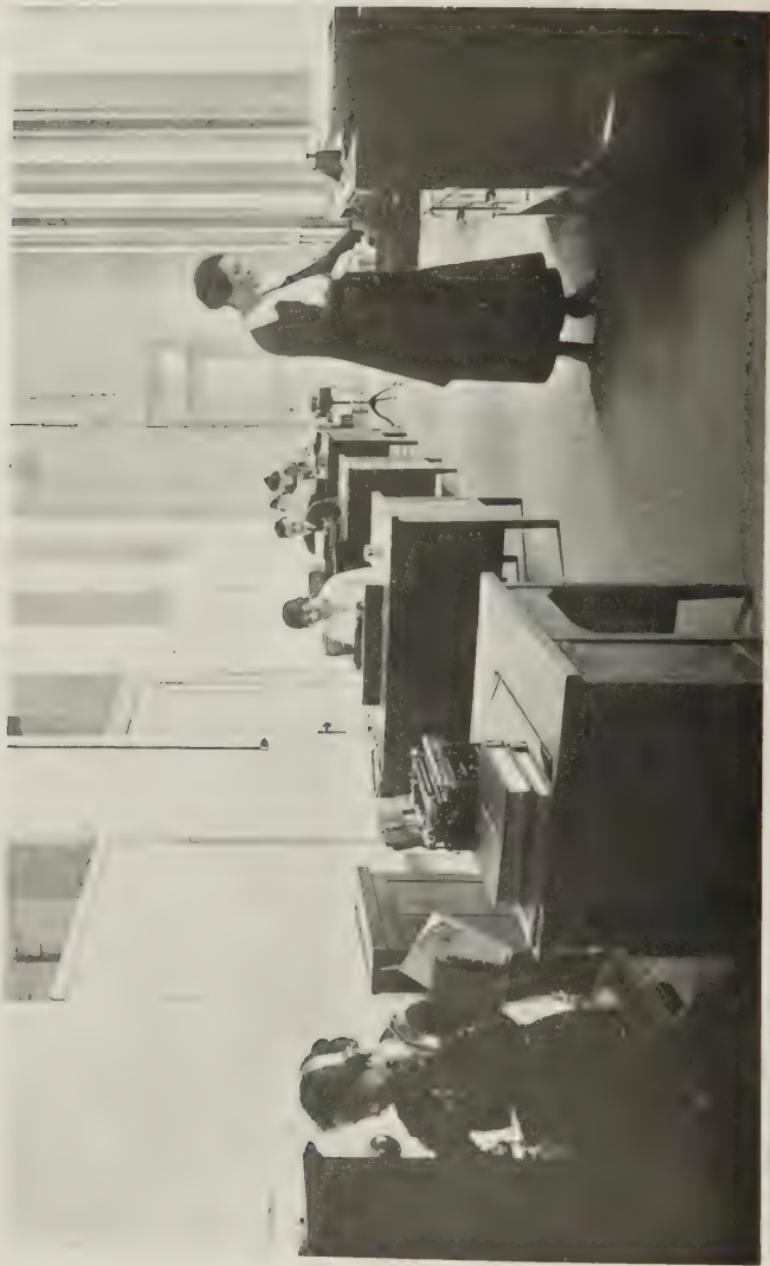
organized, in cooperation with the Association of Collegiate Alumnae, a speakers' bureau. Volunteers are being recruited. They will be trained in a study course on rehabilitation work before being assigned to speaking engagements.

This document is not issued as a record of accomplishment, for the Institute is only entering upon its task—a difficult task, indeed. The principal purpose of this report is to interpret the problem of the military and industrial cripple as we have seen it, to indicate how some of the preliminary questions have been decided, and to describe the methods and manner of attack on the citadel of our intention.

There is no royal road to wisdom in dealing with the cripple. Experience is the only dependable teacher. What little of such experience the Institute may have at any stage of its development will always be available to others who may come to share our enthusiasm and aim.



*Building of the Red Cross Institute  
for Crippled and Disabled Men*



*View of the General Office*

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Red Cross Institute Publications

OFFICIAL PUBLICATIONS

Series I, No. 1. A bibliography of the war cripple. By DOUGLAS C. McMURTRIE. Issued January 4, 1918.

Series I, No. 2. The economic consequences of physical disability; a case study of civilian cripples in New York City. By JOHN CULBERT FARIES. Issued January 18, 1918.

Series I, No. 3. Memorandum on provision for disabled soldiers in New Zealand. By DOUGLAS C. McMURTRIE. Issued January 26, 1918.

Series I, No. 4. A statistical consideration of the number of men crippled in war and disabled in industry. By I. M. RUBINOW. Issued February 14, 1918.

Series I, No. 5. The French system for return to civilian life of crippled and discharged soldiers. By JOHN L. TODD. Issued February 28, 1918.

Series I, No. 6. Tourville; A trade school for war cripples. By GUSTAVE HIRSCHFELD. Translated by GLADYS GLADING WHITESIDE. Issued March 22, 1918.

Series I, No. 7. The development in England of a state system for the care of the disabled soldier. By JOHN CULBERT FARIES.

Series II, No. 1. Vocational re-education for war cripples in France. By GRACE S. HARPER.

SPECIAL PUBLICATIONS

An American program for the rehabilitation of disabled soldiers.

Reconstructing the crippled soldier. By DOUGLAS McMURTRIE.

Rehabilitation of the war cripple. By DOUGLAS McMURTRIE.

The duty of the employer in the reconstruction of the crippled soldier. By DOUGLAS McMURTRIE.

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Contributions to Other Publications

DOUGLAS C. McMURTRIE, *Director*

The Canadian publicity campaign in the interest of crippled soldiers, their re-education and employment. *American Journal of Care for Cripples*, New York, 1917, v, 149-160.

Care of crippled soldiers and sailors. *New York Evening Post*, August 31, 1917.

Crutches into plowshares. A lesson for the United States in the reconstruction of Canadian war cripples. *Survey*, New York, 1917, xxxix, 105-110.

Current notes on the organization of after-care for war cripples in Germany. *American Journal of Care for Cripples*, New York, 1917, v, 171-174.

Electrical training for crippled soldiers. Work done in England to fit workers for service in electrical industries; public duty to provide a chance of employment a little better than average. *Electrical World*, New York, 1917, lxx, 955-956.

Future of the crippled soldier. *Columbia Alumni News*, New York, 1917, ix, 313-318.

German care for war cripples; a preliminary report. *American Journal of Care for Cripples*, New York, 1915, li, 39-40.

An industrial school for crippled soldiers at Lyons, France. *American Journal of Care for Cripples*, New York, 1915, ii, 156-158.

Hospital schools for crippled soldiers. *Modern Hospital*, St. Louis, 1918, x, 235-241.

Industrial training for war cripples. Illustrations of educational work in France and Germany. *American Journal of Care for Cripples*, New York, 1917, iv, 16.

Is dental mechanics a wise trade in which to train crippled soldiers? New York, 1918.

Measures for the care of war cripples in Germany; plans for economic rehabilitation. *American Journal of Care for Cripples*, New York, 1915, ii, 129-138.

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DOUGLAS C. MCMURTRIE, *Director (Continued)*

A national bureau for the war cripples of France. New York, 1918. *Medical Record*, New York, xciii, 415-416.

Notes on the inception of care for war cripples in England and France. *American Journal of Care for Cripples*, New York, 1915, ii, 86-89.

Providing for the war cripple. *American Industries*, New York, 1917, no. 2, p. 13-15.

Provision for war cripples in Germany. *Medical Record*, New York, 1915. lxxxviii, 184-187.

— Canada. Military Hospitals Commission. Special Bulletin, Ottawa, 1916, p. 52-56.

Rebuilding the crippled soldier. *National Builder*, Chicago, 1918, lx, no. 3, p. 52-56.

Reconstructing the crippled soldier. *Fortnightly Bulletin [of the] Institute of Arts and Sciences, Columbia University*, New York, 1918, v, no. 10, [p. 4-6].

Reconstructing the Italian war cripples. *Therapeutic Record*, Louisville, 1918, xiv, 66-68.

Reconstructing the war cripple in Alberta. *American Journal of Care for Cripples*, New York, 1917, v, 229-236.

Re-educating French war cripples for work in the fine jewelry trade. *Jewelers' Circular*, New York, 1918, lxxvi, no. 3, p. 55.

Re-educating German war cripples at Düsseldorf. *Boston Medical and Surgical Journal*, 1918, clxxviii, 182-187.

A Russian industrial training school for cripples. *American Journal of Care for Cripples*, New York, 1916, iii, 184-189.

Training for crippled boys and crippled soldiers. Illustrations from the day's work at the Heritage School of Arts and Crafts, Chailley, Sussex, England. *American Journal of Care for Cripples*, New York, 1916, iii, 169-170.

Training crippled soldiers in leather trades. *Leather Manufacturer*, Boston, 1917, xxviii, 401.

Training war cripples in fur work. *American Furrier*, New York, 1918, xv, no. 4, p. 26-27.

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### DOUGLAS C. McMURTRIE, *Director (Continued)*

Training war cripples in the shoemaking trade. *Shoe and Leather Reporter*, Boston, 1917, cxxix, no. 5, p. 69-73.

The United States and the war cripple. *American Journal of Care for Cripples*, New York, 1917, iv, 95-96.

Vocational training for the Canadian war cripple; evidence presented before the Parliamentary Committee on Returned Soldiers. *American Journal of Care for Cripples*, New York, 1917, v, 312-264.

The war cripple. (Columbia War Papers, series 1, no. 17.) New York, 1917.

— *American Journal of Care for Cripples*, New York, 1917, v, 86-94.

Work for cripples. *Evening Post*, New York, November 23, 1917.

Work for disabled men. *Evening Post*, New York, December 31, 1917.

### GERTRUDE R. STEIN

An employment bureau for cripples. *American Journal of Care for Cripples*, New York, 1917, v, 185-188.

### GLADYS G. WHITESIDE

Training for war cripples in Paris at the École de Rééducation de la Place du Puits-de-l'Ermite. *American Journal of Care for Cripples*, New York, 1917, v, 298-299.

## Public Speaking Engagements by Members of the Institute Staff

### DOUGLAS C. McMURTRIE, *Director*

War Emergency Unit, Philadelphia, September 12, 1917.

Association of Collegiate Alumnae, Annual Luncheon, New York, October 20, 1917.

The National Association of Cotton Manufacturers, Boston, January 18, 1918.

Alumnae Association of Barnard College, New York, January 19, 1918.

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DOUGLAS C. McMURTRIE, *Director (Continued)*

American Academy of Political and Social Science, Philadelphia, January 26, 1918.

Monday Club, New York, January 28, 1918.

Social Service Association of Saint Luke's Hospital, New York, February 14, 1918.

Meeting arranged by Daniel Webster Herrman, New York, February 19, 1918.

National Society for the Promotion of Industrial Education, Annual Convention, Philadelphia, February 22, 1918.

New York Medical County Society, New York, February 25, 1918.

Federation of Non-Commercial Employment Bureaus, Annual Dinner, New York, March 4, 1918.

Red Cross Theater, Flower Show, New York, March 17, 1918.

School of Philanthropy, New York, March 20, 1918.

Hull House, Classes in Occupational Therapy, Chicago, March 29, 1918.

Western Efficiency Society, joint conference with the Society of Industrial Engineers, Chicago, March 29, 1918.

Conference on Hospital Social Service. Lecture Course. New York, April 2, 1918.

New Jersey State Chamber of Commerce, Annual Meeting, Newark, April 3, 1918.

Eastern Arts Association, Annual Convention, New Haven, April 6, 1918.

Federation of Associations for Cripples, New York, April 10, 1918.

Printing Supply Salesmen's Guild, New York, April 16, 1918.

The Clinical Society of the Dispensary and Hospital for Deformities and Joint Diseases, New York, April 23, 1918.

The Executives' Club, New York, April 29, 1918.

Ninth Annual New York City Conference of Charities and Corrections, New York, May 7, 1918.

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GERTRUDE R. STEIN, *Chief, Employment Department*

Federation of Non-Commercial Employment Bureaus, New York, January 4, 1918.

New York Conference on Hospital Social Service, New York, January 16, 1918.

JOHN CULBERT FARIES, *Chief, Department of Re-education.*

Rhode Island Conference of Charities and Correction, Newport, October 24, 1917.

Metropolitan Temple, New York, November 6, 1917.

Public School 26, Richmond, Staten Island, January 8, 1918.

Catholic Protectory, New York, January 29, 1918.

Public School 42, Brooklyn, March 13, 1918.

Red Cross Theater, Flower Show, March 14, 1918.

Schoolmasters' Association Dinner, New York, March 15, 1918.

Men Teachers' Club, Montclair, April 12, 1918.

FLORENCE S. SULLIVAN, *Chief, Department of Field Work.*

Cosmopolitan Club, New York, March 5, 1918.

Annual Meeting Brearley League, March 6, 1918.

Woman's City Club, Cleveland, March 14, 1918.

Welfare Commission, Cleveland, March 16, 1918.

Conference of Field Workers of Lake Division, American Red Cross, Cleveland, March 16, 1918.

Woman's National Defense League, Public Speaking Bureau. New York, March 20, 1918.

Conference on Hospital Social Service, Lecture Course, New York, April 2, 1918.

Society for Constructive Thought, New York, April 22, 1918.

Bible Teachers' Training School, New York, April 26, 1918.







